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- f. New, unskilled factory personnel contribute to the production problems. As an example, a considerable percentage of products rejected are made of defective steel. The defects in the steel result from improper execution by workers of the various steps followed in the production of steel.
- g. Because of constant changes in production plans, some departments are overstocked with working material while others can not maintain a full working schedule because they are not kept supplied with enough material to work on. Often priority orders are received for goods which have not been included in the production plan with the result that production of certain items has to be stopped in order to satisfy the new orders.
- h. Production plans are constantly being worked on, yet quite ofter the actual production potential of the plant is disregarded in the planning.
- Research. The plant has its own completely equipped laboratories for the chemical and mechanical testing of steel. The Research and Development Department is headed by Doc. Ing. Ladislav Jenicek who lives in Prague. There is also a Technical Department which is concerned with suggestions for improvement of production processes and which raintains constant contact with the Improvement Department and the patent representative of the plant, Dr. Hanus Smolka, whose office is in Prague. Experiments have recently been conducted with nitrate-hardened (nitridovane hridele) and gas-hardened (autogenne kalene hridele) crankshafts.* Gas-hardened crankshafts do not have as great a surface hardness, but have the advantage that they can be produced of ordinary construction steel.

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